



ORIGINATOR: CHIEF FINANCE OFFICER

DECISION NUMBER: 1 - 2025

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

SUBJECT: PROPOSED APPOINTMENT OF CHIEF EXECUTIVE OFFICER

SUMMARY:

1. This paper describes the steps that have been taken by the Police and Crime Commissioner to recruit a new Chief Executive Officer to the Office of the Police and Crime Commissioner for Suffolk as well as the details for consideration by the Police and Crime Panel to support the Police and Crime Commissioner's proposed candidate for appointment.

RECOMMENDATION:

It is recommended that:

1. The Police and Crime Panel be notified of the proposed appointment of Darren Horsman as Chief Executive Officer to the Police and Crime Commissioner.
2. This decision paper be submitted to the Police and Crime Panel for consideration at the Confirmation Hearing on Monday 2 December 2024.

APPROVAL BY: PCC

The recommendation set out above is agreed.

Signature:

A handwritten signature in black ink, appearing to read "Tim Parmore".

Date: 17 January 2025

DETAIL OF THE SUBMISSION

1. INTRODUCTION

1.1 This paper describes the steps that have been taken by the Police and Crime Commissioner for Suffolk (PCC) to recruit a new Chief Executive Officer. The person who had held this role gave formal notice of retirement to the PCC on 2 October 2023, with effect from 31 March 2024. The Police Reform and Social Responsibility Act (2011) requires a PCC to appoint a person to be head of their staff and to be referred to as a Chief Executive, and for a person to be appointed to act as Chief Executive for as long as that post is vacant. In view of the next PCC election taking place on 2 May 2024, it was considered that the substantive appointment to the position of Chief Executive should take place after the PCC election and, accordingly, the Head of Communications and Engagement in the Office of the Police and Crime Commissioner was appointed to act as Chief Executive Officer to the PCC (Decision 35-2023) to cover the period until a permanent replacement to the role of Chief Executive could be recruited.

1.2 The PCC must, under paragraph 6 (1) (a) of Schedule 1 to the Police Reform and Social Responsibility Act 2011, appoint:

“a person to be the head of the commissioner’s staff (referred to in this Part as the commissioner’s chief executive);”

Further under paragraph 6 (2) of the Schedule:

“A police and crime commissioner must comply with paragraphs 9 to 12 in appointing the commissioner’s chief executive...”

Paragraphs 9 to 12 of the Schedule provide:

“9 (1) *A police and crime commissioner must notify the relevant police and crime panel of each proposed appointment by the commissioner of —*

(a) *the commissioner’s chief executive...*

(2) *In a case where the police and crime commissioner notifies the relevant police and crime panel of such an appointment (“a proposed senior appointment”), the commissioner must also notify the panel of the following information —*

(a) *the name of the person whom the commissioner is proposing to appoint (“the candidate”);*

(b) *the criteria used to assess the suitability of the candidate for the appointment;*

(c) *why the candidate satisfies those criteria; and*

(d) *the terms and conditions on which the candidate is to be appointed.*

10 (1) *This paragraph applies if a police and crime panel is notified under paragraph 9 of a proposed senior appointment.*

(2) *The panel must review the proposed senior appointment.*

(3) *The panel must make a report to the commissioner on the proposed senior appointment.*

(4) *The report must include a recommendation to the police and crime commissioner as to whether or not the candidate should be appointed.*

(5) *The panel must comply with sub-paragraphs (2) to (4), within the period of three weeks beginning with the day on which the panel receives the notification from the commissioner of the proposed senior appointment.*

(6) *The panel must publish the report to the commissioner made under this paragraph.*

(7) *It is for the panel to determine the manner in which the recommendation is to be published in accordance with sub-paragraph (6).*

...

11 (1) *A police and crime panel must hold a confirmation hearing before making a report and recommendation under paragraph 10 to the police and crime commissioner in relation to a proposed senior appointment.*

(2) *For the purposes of this Schedule a “confirmation hearing” is a meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.*

(3) *References in this Schedule to a person appearing at a meeting of the panel are references to the person —*

(a) *attending the meeting in person, or*

(b) *not attending the meeting in person, but participating in the proceedings at the meeting by any means that enable the person to hear, and be heard in, those proceedings as they happen.*

12 (1) *The police and crime commissioner may accept or reject the panel’s recommendation under paragraph 10 as to whether or not the candidate should be appointed.*

(2) *The police and crime commissioner must notify the panel of the decision whether to accept or reject the recommendation.”*

1.3 Accordingly, the Police and Crime Panel is required to review the proposed appointment, hold a Confirmation Hearing in public and make a report to the PCC which includes a recommendation as to whether the candidate should be appointed. The Confirmation Hearing is set for Monday 2 December 2024.

2. ADVERT

2.1 The advert to recruit a new Chief Executive Officer went live on the PCC website on 18 July 2024 with a closing date of 19 August 2024. The advert also appeared on the Suffolk Constabulary website. Nationwide coverage of the vacancy was achieved through The Guardians Job website, and LinkedIn, and locally via the Suffolk Jobs Direct website and the PCC’s social media account. The role was also requested to be circulated around the Association of Police and Crime Commissioners (APCC) and Association of Police and Crime Commissioners’ Chief Executives (APACE) networks.

3. APPLICATION PACK

3.1 The Application Pack was available via the PCC website – <https://suffolk-pcc.gov.uk>
This comprised of the following documents:

- Advert;
- Letter to applicants from the PCC;
- Chief Executive – Comprehensive Role Profile;

- Information for Applicants;
- CEO Application Form;
- Monitoring Questionnaire;
- Privacy Notice;

Links were included within the Comprehensive Role Profile for the following resources:

[APACE Statement on the Role of the Chief Executive and Monitoring Officer of the PCC](#)

[The Policing Protocol Order 2011](#)

[College of Policing - Competency and Values Framework - 2016](#)

3.2 Comprehensive Role Profile

3.2.1 The Comprehensive Role Profile is a key document in the appointment process. It is attached to this paper at Appendix A. It sets out the Role Purpose, Main Duties and Responsibilities, Behaviours, Person Specification, Qualifications and Special Points of Note.

3.2.2 The Qualifications requiring to be satisfied within the Comprehensive Role Profile is that the officer appointed as the Chief Executive Officer must be educated to professional / degree level in a relevant discipline, or the equivalent level of experience.

3.2.3 The Person Specification set the experience, skills and knowledge required to perform the role of Chief Executive Officer.

3.2.4 The Behaviours in the Comprehensive Role Profile set out that the role should operate at Level 3 of the six competencies that comprise part of the Competency and Values Framework (CVF) published by the College of Policing. The Information for Applicants document set out that the Assessment and Selection process would be designed to measure the extent to which each shortlisted applicant met the requirements of the competencies and values within the CVF.

3.3 Information for Applicants

3.3.1 Amongst other things the Information for Applicants document set out the general terms of appointment. The post is a permanent full-time role and the salary for the post is £98,000. Advice was taken from the HR Department of the Suffolk Constabulary to assist establishing the appropriate salary level.

3.4 Application Form

3.4.1 The Application Form required completion to show that the Qualifications and the Person Specification were met.

4. **SHORTLISTING PANEL**

4.1 The PCC convened a Shortlisting Panel to assist him with the selection process of successful candidates to move to interview. The Panel comprised:

- Tim Passmore, Police and Crime Commissioner;
- Helen Molloy, Director of People Norfolk & Suffolk Constabularies;
- Colette Batson, Chief Finance Officer for the Office of the Police and Crime Commissioner.

5. STAKEHOLDER PANEL

5.1 The PCC convened a Stakeholder Panel to assist him with informal feedback on the four shortlisted candidates. The Panel comprised:

- Amanda Ankin, Operations Director, Suffolk Chamber of Commerce
- Tricia Bernard-Hector, Independent Consultant
- Professor Emma Bond, Pro Vice-Chancellor Research, University of Suffolk
- Ian Gallin, Chief Executive, West Suffolk Council
- Liz Hollingworth, Head of Governance & Commissioning, Office of the Police and Crime Commissioner
- Darren Harris, Suffolk Police Federation
- Rob Jones, Deputy Chief Constable, Suffolk Constabulary
- Sharon Lee, Operations Manager, Ipswich and Suffolk Council for Racial Equality (ISCRE)
- Ella Thackray, County Advisor – Suffolk, National Farming Union (NFU)

6. APPOINTMENT PANEL

6.1 The PCC convened an Appointment Panel to assist him with the presentation and interviews for the four shortlisted candidates. The Panel comprised:

- Tim Passmore, Police and Crime Commissioner (PCC)
- Helen Molloy, Director of People Suffolk & Norfolk Constabularies
- Hugh May, Chair of the PCC and Chief Constable's Audit Committee
- Mark Pendlington, Deputy Lieutenant for Suffolk
- Fiona Ellis, Co-Founder & CEO of Survivors in Transition – withdrew from the panel due to illness on 1 October 2024, replaced by Colette Batson, Chief Finance Officer for the Office of the Police and Crime Commissioner
- Nurul Chowdhury, Chair Ipswich Mosque

6.2 Both panels were selected on the basis that membership comprised of key stakeholders in the appropriate delivery of corporate governance of the police service in Suffolk and the membership would be able to assist the PCC with appropriate HR selection and recruitment advice.

7. APPLICATIONS

7.1 At the closing date for applications on 19 August 2024, 30 applications had been received.

8. SHORTLISTING

8.1 On 30 August 2024 shortlisting was undertaken by the Shortlisting Panel.

8.2 The Panel considered the applications received. Four candidates were selected to be moved to the next stage of the process. These candidates were then invited to attend a stakeholder panel and an interview to be held on 1-2 October 2024. One candidate who had been

selected for shortlisting withdrew from the recruitment process on 16 September 2024. A further candidate who had been identified at the shortlisting panel was subsequently invited for interview so that four candidates in total were progressed to interview stage.

9. SELECTION AND ASSESSMENT – STAKEHOLDER PANEL

- 9.1 On 1 October 2024 the shortlisted candidates attended the informal Stakeholder Interviews.
- 9.2 The PCC provided a briefing to the Panel Members at the start of the day advising on what he was hoping to achieve by this process, and the skill set he was seeking in a Chief Executive Officer.
- 9.3 Each candidate met with the Stakeholder Panel for a 45-minute interview.
- 9.4 The Stakeholder Panel then had 15-30 minutes per candidate to summarise their notes, which were collated at the end of each session and condensed into one summary document.
- 9.5 After all four candidates had been interviewed, the stakeholder panel members met with Tim Passmore and Helen Molloy and provided their feedback to them on each candidate ahead of the appointment panels presentation and interview.

10. SELECTION AND ASSESSMENT – APPOINTMENT PANEL

- 10.1 The four candidates were required to give a presentation upon a theme agreed by the PCC. The candidates were required to present for up to 15 minutes followed by questions from the panel for approximately 10 minutes.
- 10.2 The presentations were assessed against one of the competencies from the CVF.
- 10.3 Following a short break after their presentation, each candidate was then interviewed by the Panel for up to 50-minutes against a range of questions.
- 10.4 The responses to the interview questions were then assessed against five competencies and two values from the CVF. Initially, the Panel members individually assessed the candidates and rated performance against a five-point rating scale (low, medium, high, very high, exceptional) before then, as a group, discussing their assessment and scores to produce a Panel score in respect of each competency and value for each candidate.
- 10.5 On the basis of the scoring against the CVF the selected candidate clearly emerged with the best score.

11. SATISFACTION OF SELECTION CRITERIA

- 11.1 The Panel’s conclusions on how the selected candidate met the competencies and values from the CVF are set out in brief in Appendix B attached to this paper. Appendix B also shows how the selected candidate met the Eligibility Criterion and the Person Specification.
- 11.2 In view of the assessment detailed in Appendix B the Panel concluded unanimously that the selected candidate should, subject to the usual pre-employment checks, be proposed for appointment as the Chief Executive Officer to the PCC.

12. THE SELECTED CANDIDATE

- 12.1 The selected candidate is Darren Horsman. He completed his schooling in Suffolk before gaining a BA Hons in Politics and International Relations at Birmingham University, followed by a Post-Graduate Diploma in Public Relations and an MA in Business Communication from London Metropolitan University. Since 2022 he has been enrolled on a post graduate governance course with the Chartered Governance Institute of the UK and Ireland, designed to run over 6-7 years, and has so far achieved “Merit” gradings in Corporate Governance and “Corporate Law”.
- 12.2 Darren has 8 years of experience working for the Office of the Police, Fire and Crime Commissioner (OPFCC) He is currently the Strategic Head of Policy and Public Engagement and Deputy Monitoring Officer in the Essex OPCC.
- 12.3 Prior to this Darren was based in New Zealand for 7 years where he held roles in Communications, Corporate Relations, and Governance with the Unitec Institute of Technology, Auckland. He has also held roles with the Judicial Communications Office for the Ministry of Justice and the Crown Prosecution Service. These roles have equipped him with experience of operating strategically at a senior managerial level, and exposure to a police governance environment both of which are important pre-requisites for the Chief Executive role.

13. PCC'S PROPOSAL

- 13.1 In the period since the Stakeholder and Appointment Panel on 1-2 October 2024 pre-employment checks have been carried out. These have included verification that the selected candidate meets the appropriate vetting requirements for this role and the taking up of references. These stages having been satisfactorily negotiated, the PCC now formally proposes to the Police and Crime Panel that the selected candidate, namely Darren Horsman, be appointed as the Chief Executive Officer to the PCC, with a view to his commencement in post as soon as possible after the Confirmation Hearing.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	NO
Has the PCC's Chief Finance Officer been consulted?	YES
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	YES
Have human resource implications been considered?	YES
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
Have all relevant ethical factors been taken into consideration in developing this submission?	YES

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

APPROVAL TO SUBMIT TO THE DECISION-MAKER

Acting Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.



Signature:

Date: 16 January 2025



APPOINTMENT OF CHIEF EXECUTIVE

COMPREHENSIVE ROLE PROFILE

1. Post Overview

Post: Chief Executive

Accountable to: The Police and Crime Commissioner for Suffolk

Location: Police Headquarters, Martlesham Heath, Suffolk

2. Role Purpose

- The role is statutorily established by Schedule 1, paragraph 6 to the Police Reform and Social Responsibility Act 2011;
- The person appointed to the role will discharge the responsibilities provided for by:
 - Schedule 1, paragraph 6 to the 2011 Act (Chief Executive);
 - Section 5 (1) Local Government and Housing Act 1989 (Monitoring Officer);
 - Section 4 (1A) Local Government and Housing Act 1989 (Head of Paid Service);
 - Article 37 of Regulation (EU) 2016 / 679 (UK General Data Protection Regulation) (Data Protection Officer).

And as set out in:

- [The APACE statement on the Role of the Chief Executive and Monitoring Officer for the Police and Crime Commissioner.](#)

3. Main Duties and Responsibilities

- To advise and support the Police and Crime Commissioner on their strategic priorities and to lead on the delivery of those priorities.
- To ensure the efficient and effective delivery of the Police and Crime Plan.
- To be the principal advisor to the Police and Crime Commissioner in the exercise of their statutory duties, powers and responsibilities as summarised in [The Policing Protocol Order 2011](#) and ensure the delivery thereof.

- To maintain efficient and effective governance arrangements in respect of the Police and Crime Commissioner's responsibilities.
- To undertake the roles of Monitoring Officer, Head of Paid Service and Data Protection Officer.
- To ensure the running of an efficient and effective Office of the Police and Crime Commissioner.
- To give clear, visible and effective leadership to the Office of the Police and Crime Commissioner.
- To deliver arrangements for the appointment of the Chief Constable, their terms and conditions of service and any matters relating to discipline.
- To develop and maintain relationships at a senior level as appropriate with the Constabulary, partners, organisations and stakeholders at a local, regional and national level.

4. Behaviours

The role is expected to understand and act within the ethics and values of the police service.

The Competency and Values Framework (CVF) for policing published by the College of Policing has six competencies that are clustered into three groups. Under each competency are three levels that show how the behaviours will look in practice. [College of Policing – Competency and Values Framework - 2016](https://www.collegeofpolicing.ac.uk/Competency-and-Values-Framework-2016)

The role should operate at the following levels of the CVF:

Resolute, compassionate and committed

- we are emotionally aware Level 3
- we take ownership Level 3

Inclusive, enabling and visionary leadership

- we are collaborative Level 3
- we deliver, support and inspire Level 3

Intelligent, creative and informed policing

- we analyse critically Level 3
- we are innovative and open-minded Level 3

5. Person Specification

Experience

- Experience of leadership and operational management at a high level;

- Proven track record of leading significant strategic development and operational delivery;
- Experience of working at a strategic level with partner organisations;
- Experience of working with statutory and compliance bodies;
- Experience of analysing legislation, statutory guidance and complex issues and providing advice and counsel to senior leaders;
- Experience of good corporate governance;
- Evidence of relevant, continuing professional development.

Skills and Knowledge

- Exceptional verbal, written and presentational skills;
- Exceptional negotiating, influencing and engagement skills;
- The ability to act with tact and diplomacy and maintain confidentiality in a politically and operationally sensitive environment;
- Exceptional organisational and planning skills in order to balance workload and priorities;
- Exceptional ability to analyse and interpret legislation, statutory guidance and other complex information and give clear, objective and practical advice;
- Knowledge and understanding of the importance of scrutiny, audit and good corporate governance.
- Knowledge of the statutory and legal environment in which the Chief Executive role operates and the ability to confidently apply that knowledge.

6. Qualifications

- Educated to professional / degree level in a relevant discipline, or the equivalent level of experience.

7. Special Points of Note

- The post of Chief Executive is politically restricted. The Local Government and Housing Act 1989 imposes restrictions on public political activity by the holders of such posts. The

restrictions imposed include:

- Becoming or remaining a member of a Local Authority, the House of Commons or Police and Crime Commissioner;
- Announcing or allowing others to announce, one's candidature for one of the aforementioned offices;
- Holding office in a political party;
- Canvassing at elections; and
- Speaking or writing publicly on matters of party political controversy.

- The purpose of this comprehensive role profile is to indicate the general level of the duties and responsibility of the role. The duties may from time to time vary without changing the general character of the role or the levels of responsibility;
- Whilst the role is normally based at Martlesham Heath, you may be required to work at other establishments within Suffolk and elsewhere as may be reasonably required;
- Appointment to this post is subject to a confirmation hearing by the Police and Crime Panel;
- The postholder must be able to travel around the county, region and nationally;
- The post is subject to vetting approval.



SUITABILITY OF SELECTED CANDIDATE FOR APPOINTMENT

The Police and Crime Commissioner (PCC) must, amongst other things, provide to the Police and Crime Panel information upon the criteria used to assess the suitability of the candidate for the appointment and further an explanation of why the candidate satisfies these criteria. This document sets out the criteria and the material which demonstrates how the criteria are satisfied.

Applicants were shortlisted against the eligibility requirements and person specification set out in the Comprehensive Role Profile.

1. ELIGIBILITY

- 1.1 The candidate accordingly met the qualifications required to perform the role as set out in the Comprehensive Role Profile which required that the candidate be “educated to professional / degree level in a relevant discipline or the equivalent level of experience.”
- 1.2 The candidate holds a relevant degree, post-graduate diploma and has several years of relevant working experience and thus satisfies the above eligibility criteria.

2. PERSON SPECIFICATION

- 2.1 The Shortlisting Panel, in considering the candidate’s application form, rated the information shown as providing strong evidence of his experience and strong evidence of his skills and knowledge. Accordingly, the Panel considered unanimously that the candidate should progress to the assessment and selection process.
- 2.2 The candidate possessed 8 years of experience working for the Office of the Police, Fire and Crime Commissioner (OPFCC) for Essex in multiple roles and is currently the Strategic Head of Policy and Public Engagement and Deputy Monitoring Officer. Prior to this he was based in New Zealand for 7 years where he held roles in Communications, Corporate Relations, and Governance with the Unitec Institute of Technology, Auckland. He has also held roles with the Judicial Communications Office for the Ministry of Justice and the Crown Prosecution Service. These roles have equipped him with experience of operating strategically at a senior managerial level, and exposure to a police governance environment both of which are important pre-requisites for the Chief Executive role. He demonstrated his keenness for continuing professional development, having recently completed studies in Corporate Governance, Corporate Law and Interpreting Financial results through the Chartered Governance Institute UK & Ireland.
- 2.3 The candidate demonstrated a thorough understanding of good corporate governance including direct experience via his role of Deputy Monitoring Officer with the Office for the Police, Fire and Crime Commissioner for Essex (OPFCC).
- 2.4 The roles performed by the candidate enabled him to demonstrate the skills and knowledge required for the CEO role.

3. ASSESSMENT AND SELECTION – COMPETENCIES AND VALUES FROM THE COMPETENCY AND VALUES FRAMEWORK FOR POLICING

3.1 The assessment and selection process was designed to measure the extent to which shortlisted applicants met the competencies and values within the Competency and Values Framework as applicable to the post.

3.2.1 **We are emotionally aware**
The candidate was rated as performing highly and showed evidence against the behavioural descriptors associated with the competency. He showed a clear understanding of the worthwhile nature of the role and what was required of him in the position of Chief Executive, whilst demonstrating a clear enthusiasm for discharging a challenging role.

3.2.2 **We take ownership**
The candidate was rated as performing highly in demonstrating the behavioural descriptors for this competency. He demonstrated a clear sense of taking personal responsibility, providing evidence to support his examples and an understanding on providing strong strategic leadership to teams.

3.2.3 **We are collaborative**
The candidate was rated as performing in the very high range in demonstrating the behavioural descriptors for this competency. He showed an excellent understanding of tailoring his approach when working across multiples stakeholders to achieve objectives, together with an awareness of the environment to achieve objectives.

3.2.4 **We deliver, support and inspire**
The candidate was rated as performing in the high category, demonstrating a strong and thorough understanding of the Chief Executive role, and providing a clear direction on how he would deliver this should he be successful in being appointed. His answer showed a phenomenal amount of research into the position, as well as providing details and structured information to the appointment panel.

3.2.5 **We analyse critically**
The candidate was rated as performing highly for this competency, demonstrating good problem-solving skills which he evidenced in his answers. He demonstrated excellent communication skills and evidenced an ability to get along with people at all levels of an organisation, and dealing with whatever challenges he may be faced with.

3.2.6 **We are innovative and open-minded**
The candidate was rated as performing in the medium range for this competency, with many transferable skills gained during his current 8 years' experience with the OPFCC in Essex, demonstrating that he is proactive in seeking solutions to any problems.

3.3 Overall during the Selection and Assessment Day the Appointment Panel considered that the candidate provided evidence in the range high to very high in terms of meeting the competency and value areas set out above.

4. CONCLUSION

4.1 The Appointment Panel concluded that the candidate met the competencies and values required for the role in the range high to very high on the 5-point rating scale used in the

assessment. The candidate performed to a higher level than the other candidates assessed at the Assessment and Selection. The Panel was unanimously of the view that the candidate should be appointed to the role of Chief Executive Officer to the Police and Crime Commissioner.

5. PRE-EMPLOYMENT CHECKS

5.1 Nothing arose in the pre-employment checks relating to security, medical clearance and references which would cause the Appointment Panel to demur from its conclusion.

Police and Crime Commissioner
November 2024